

OPERATION REVITALIZATION PROGRAM

Proposal Checklist and Required Sequence

This checklist is provided to assist the applicant in ensuring that a complete proposal is submitted to OCJP. Failure to include any of the following elements may result in disqualification of the proposal.

- ☐ GRANT AWARD FACE SHEET (*General Instructions*)
- ☐ PREFERENCE POINTS CERTIFICATION FORM, signed by the designated Enterprise Zone Contact (*General Instructions*)
- ☐ PROJECT NARRATIVE (*Programmatic Instructions*)
 - Problem Statement
 - Plan
 - Implementation
- ☐ PROJECT BUDGET (*General Instructions and Programmatic Instructions*)
 - Budget Narrative
 - Budget Forms - OCJP A303a, A303b, A303c
- ☐ PROPOSAL APPENDIX (*General Instructions and Programmatic Instructions*)
 - Operational Agreements
 - Bibliography
 - Organizational Chart for Applicant Law Enforcement Agency
 - Organizational Chart for Steering Committee
 - 1995 California Crime Index for Applicant Law Enforcement Agency

OPERATION REVITALIZATION PROGRAM

PROGRAMMATIC INSTRUCTIONS

A. SUBMISSION OF PROPOSALS

The deadline for receipt of proposals for this Operation Revitalization Program is:

DATE: WEDNESDAY, MAY 28, 1997

TIME: No later than 5:00 p.m.

B. CONTACT

These Programmatic Instructions are to be used in conjunction with the General Instructions section of this Request for Proposal (RFP). If you have not received this section, call OCJP at (916) 324-9100.

If you have any questions regarding this Request for Proposal (RFP), please contact the Anti-Drug Abuse Branch at (916) 324-9112.

C. ELIGIBILITY CRITERIA

In order to receive funds under this program, applicants must meet the following criteria:

1. Applicants must be sheriffs or chiefs of police.
2. Law enforcement and schools must be co-applicants, operationally bound in order to be considered for funding. Responses not submitted under the cover of one application will be considered ineligible. An operational agreement between the co-applicants must be included in the proposal appendix.
3. Applicants must not be current recipients of federal Weed and Seed funding.
4. Projects currently in receipt of Anti-Drug Abuse or Drug Suppression in the Schools grants are eligible for funding under Operation Revitalization.
5. Prior or current recipients of OCJP Operation Revitalization Project grants are eligible to receive funds IF the proposal addresses a different target area.
6. The county drug administrator must certify that proposed projects are collaborative efforts involving local law enforcement agency/agencies and local school districts.
7. All applicants must include objectives, activities and performance measures for all four required strategies of Operation Revitalization to be eligible for funding.

D. FUNDING CYCLE AND DURATION

Agencies selected for funding through this RFP will be awarded funding for one 18-month period. Continuation funding is not anticipated. Agencies responding to this RFP must budget funds for 18 months. The grant period will commence on July 1, 1997 and end on December 31, 1998. OCJP anticipates approximately \$2,750,000 in federal funds for the development and implementation of FY1997/98 Operation Revitalization projects. No match is required. Law enforcement and schools

must be co-applicants in order to be selected for funding under the following three funding levels, determined by population of applicant's service jurisdiction:

Large Population (350,000 and over)	\$450,000
Medium Population (100,000-349,999)	\$400,000
Small Population (Under 100,000)	\$300,000

E. PROGRAM INFORMATION

This program information presents OCJP's programmatic and administrative guidelines for the implementation of an Operation Revitalization project. Governor Wilson and the Legislature directed OCJP to implement a "community-based drug prevention, intervention, and suppression program." OCJP has achieved this directive by modeling "**Operation Revitalization**" after the federal "Weed and Seed" program. Therefore, for purposes of this application, these two terms are interchangeable.

The United States Department of Justice developed the "Weed and Seed" program. It is a comprehensive, multi-agency approach to combating violent crime, drug use, and gang activity in high-crime neighborhoods. The goal is to "weed out" crime from targeted neighborhoods, create a "bridge" between law enforcement and the target community to work collaboratively, and then "seed" the target site with a wide range of crime and drug prevention programs and human service agency resources to prevent crime from recurring. To be truly effective, this program must involve a broad array of community organizations and social service providers, as well as the criminal justice system. All components must work together in partnership with the people of the target area to remove violent criminals and eliminate drug activity from the area, prevent criminal activity from returning to the target area, and rebuild institutions, activities and family life within the community.

The first task, "weeding," is accomplished through utilizing the resources of the criminal justice system, including very proactive law enforcement efforts, to remove and incapacitate violent criminals and drug traffickers from the target area. The second task, "bridging," seeks to engage the target community in the overall task of policing through high visibility patrol, surveying of community members, community meetings, and training citizens, local officials, and law enforcement in community oriented policing and problem oriented policing. The third task, "seeding," restores the target area by providing broad economic and social opportunities developed by representatives of the target area, state and local agencies, public and private organizations, and community groups.

The required community-based and school-based focus, and optional, but strongly recommended, innovative partnership approach of the prevention, intervention, and treatment strategy complements the seed portion of the project through a systematic approach to the continuum of existing and evolving community problems.

Project funds may be allocated for:

- local law enforcement;
- local city and county prosecution agencies;
- county probation department;
- local courts;
- local school districts or county office of education;
- drug education and awareness programs;
- prevention resources;
- treatment services;
- media services addressing project goals;
- after-school programs;
- mentoring programs; and
- community-based direct services.

Program Requirements

There are indispensable elements and strategies that are critical to the implementation and success of Operation Revitalization. The following items detail those critical features:

1. Required Elements

a. Steering Committee

A community partnership/coalition, representing major public and private agencies and organizations within a community, must be established and function as a steering committee. This steering committee will provide leadership for developing, coordinating, and implementing the Operation Revitalization Program in the target area. Federal, state, and local law enforcement efforts, community-oriented policing activities, schools, social services, and community initiatives will be coordinated by the steering committee in a disciplined attack on local violent crime and narcotics trafficking and drug abuse. The steering committee will also work to stimulate social and economic development. This coalition, at a minimum, must include the criminal justice system, schools, community-based organizations and groups, private enterprise, nonprofit social services agencies, governmental agencies and elected officials. OCJP strongly encourages applicants to combine the Anti-Drug Abuse Steering Committee with the existent Local Anti-Gang Coordinating Committee, Drug Suppression in the Schools Committee, or with advisors from the County Master Plan Committee.

b. Community-Oriented Policing

Elements of community-oriented policing must be promoted at all levels of law enforcement and the community within the target area. A commitment to long-term police/community partnerships will greatly enhance the probability of success. For purposes of this program, community-oriented policing is defined as:

"... a philosophy and an organizational strategy that promotes a new partnership between people and their police. It is based on the premise that both the police and the

community must work together to identify, prioritize, and solve contemporary problems such as crime, drugs, fear of crime, social and physical disorder, and overall neighborhood decay, with the goal of improving the overall quality of life in the area. Community policing requires a department-wide commitment from everyone, civilian and sworn, to the community policing philosophy. It also challenges all personnel to find ways to express this new philosophy in their jobs, thereby balancing the need to maintain an immediate and effective police response to individual crime incidents and emergencies with the goal of exploring new proactive initiatives aimed at solving problems before they occur or escalate. Community policing also rests on establishing community policing officers as decentralized 'mini-chiefs' in permanent beats, where they enjoy the freedom and autonomy to operate as community-based problem solvers who work directly with the community--making their neighborhoods better and safer places in which to live and work." (Source: Robert Trojanowicz and Bonnie Bucqueroux, Community Policing: How to Get Started, Anderson Publishing Company, Cincinnati, Ohio, 1994, pages 2-3.)

c. Resources Concentrated in a Designated Location

Communities seeking to implement the Operation Revitalization Program must designate a specific target area that is experiencing high violent crime and drug trafficking. This designated area must be clearly delineated and an assessment must be conducted to determine needs, as well as existing services. The steering committee will then carefully coordinate and target resources to the target area. These resources will include existing resources to be redirected as well as potential new resources. The following items are examples of activities associated with the implementation of the Operation Revitalization Program.

- Multi-agency leadership for collaborative efforts.
- Eradication of existing narcotics trafficking.
- Incapacitation of violent criminals to reduce violent crime.
- Nuisance abatement.
- Reduction or removal of signs of decay and blight (code enforcement, graffiti abatement, removal of abandoned vehicles, trash, etc.).
- Community mobilization and empowerment.
- Problem solving response to repetitive calls for service/problem locations.
- Improvement of housing, economic status, education, health services, and rehabilitative and support services.
- Environmental crime prevention and target hardening.
- Prevention, intervention and treatment services for high-risk youth.
- A long-term commitment by community to resist drug and gang activity, assure adequate government and social services, and continue to improve the quality of life in the target area.

d. There are four required strategies in the Operation Revitalization Program:

- Suppression, which includes:
 - arrest,
 - prosecution,
 - incapacitation, and
 - supervision.
- Community policing, which includes:
 - steering committee,

- neighborhood police officer(s),
 - community resource assessment,
 - community needs survey, and
 - problem-oriented policing.
- Prevention, intervention and treatment, which includes:
 - required community-based programs,
 - required school-based programs, and
 - optional innovative partnership programs.
 - Reclamation/revitalization, which includes:
 - restoration of blighted locations, and
 - social and economic monitoring and opportunities.

The following information provides further descriptions of the four required Strategies:

1) Strategy #1 - Suppression

The suppression strategy requires collaborative efforts to be made to arrest, prosecute, incapacitate, and supervise offenders in the target area. To insure a systematic and effective suppression effort, all relevant criminal justice agencies and resources must be included in the project design. Operational agreements must be executed to formalize relationships.

The following criminal justice roles, sanctions and civil remedies are included in the suppression strategy:

- a) **The role of allied law enforcement agencies (local, state and federal) to accomplish desired suppression activities and outcomes.** Projects are required to develop appropriate enforcement activities by analyzing and identifying the drug and crime problems in their target area. The tactics and collaborative law enforcement efforts selected will vary depending on the type of drug problem (street, mid-level or major drug trafficking); rate and type of violent and property offenses; proliferation of repeat and career offenders; and the rate of public disorder offenses (prostitution, drunk in public, loitering, etc.). Operational agreements specifying the role of allied law enforcement agencies are required.
- b) **The role of prosecution (city, county, state and/or federal) in investigations, arrests, legal proceedings, and incapacitating offenders.** At a minimum, projects must demonstrate a working relationship with prosecution formalized in an operational agreement that includes a commitment to pursue enhanced sentences, track offenders' adjudication (or enable access to records by project staff so project can track adjudication), and provide consultation for investigations, arrests, and search warrants. Prosecutors may be assigned to assist projects with arrest and search warrant preparation; vertical prosecution; resisting bail requests and "time served"/suspended sentences for repeat offenders; and seeking restitution for victims. The effectiveness of the project's suppression strategy relative to prosecution's role can be measured, in part, by comparing non-target area adjudications to target area adjudications (filings; days elapsed between arraignments and sentencing; bail requests denied; number and length of regular and enhanced sentences; etc.).
- c) **The role of probation to supervise offenders in the target area.** At a minimum, probation's role must include providing information (name, physical description, address, offense, conditions, probation expiration, etc.) of probationers residing,

working, or attending school in the target area. Other probation services could include assisting in warrant service and sweeps and providing school-based probation services to target area school(s). An operational agreement specifying the role of probation is required.

- d) **The role of parole to supervise offenders in the target area.** At a minimum, parole's role (California Youth Authority and state and federal parole) must include providing information (name, physical description, address, offense, conditions, parole expiration date, etc.) of parolees residing, working, or attending school in the target area. Other parole services could include assisting in warrant service and sweeps and providing community-based parole services within the target area. An operational agreement specifying the role of parole is required.
- e) **The role of the court(s) to facilitate remediation of system problems that may contribute to the target area's crime.** The court's role must include discussion of system problems that create "revolving door" adjudication, paperwork flow that interferes with timely warrants, or diversion programs that are ineffective. Discussions should include all affected parties, including public defender(s) and private defense attorney(s). An operational agreement specifying the role of the court(s) is required.
- f) **The implementation, continuation, or expanded scope of sentence enhancements to incapacitate offenders.** Projects must include their methodology for pursuing sentence enhancements. Sentence enhancement tactics include designating "drug free zones" adjacent to schools, targeting repeat or career criminals for statutorily enhanced sentencing, and pursuing new ordinances or penal code sections to suppress crime.
- g) **The implementation, continuation, or expanded scope of civil remedies to ameliorate crime problems.** Projects must include methodology for pursuing civil remedies. This may include civil alternatives, such as restraining orders to remove offenders from target area who are creating a nuisance and contributing to fear of crime and a reduced quality of life (prostitution, drug/gang activities).

The following is a list of additional potential projects and activities that a local jurisdiction might integrate into their suppression strategy for the Operation Revitalization Program. Information on these projects can be obtained from the Bureau of Justice Assistance Clearinghouse's toll free number, 1-800-688-4252.

Law Enforcement

Project Triggerlock (U.S. Attorney Program)
Project Achilles (U.S. Attorney Program)
Street Sales (sweeps, reverse buys, buy-bust, etc.)
Multi-jurisdictional Task Forces
Crack Task Forces
Serious Habitual Offenders Comprehensive Action Plan (SHOCAP)
Gang Identification/Intervention
Directed Patrols/Foot Patrols

Prosecution/Adjudication/Supervision

Project Triggerlock

Vertical Prosecution
Repeat Offender Prosecution
Drug Night Courts
Differentiated Case Management
Supervision/Reintegration
Pretrial Drug Testing
Comprehensive Drug Testing
Treatment Alternatives to Street Crime
Intensive Supervision
Boot Camps
Judges Training in Victim Issues
Prosecution-based Victim/Witness Programs

User Accountability

Civil Penalties
Denial of Federal Benefits User Accountability Program
Structured Fines
Community Service Programs

2) Strategy #2 - Community Policing

Strategies and activities within the community policing philosophy include problem-oriented policing (POP), neighborhood police officers (NPO), community resource assessment, community needs survey, and training in community-oriented policing and problem-oriented policing. These strategies and activities are described below:

- a) POP "advocates that police examine the underlying causes of recurring incidents of crime and disorder. The problem solving model helps officers to identify problems, analyze them completely, develop response strategies, and assess the results." (Source: Kenneth J. Peak and Ronald W. Glensor, Community Policing and Problem Solving, Strategies & Practices, 1996, page 79.)
- b) NPO "teams police officers with troubled neighborhoods to solve problems and reclaim areas for residents...NPOs...use POP strategies and neighborhood education and mobilization to solve problems." (Source: Community Policing & Problem Solving, page 74.) NPOs work to improve the quality of life in the target area by removing or reducing the signs of blight and decay, reducing crime and fear of crime. Examples of activities include neighborhood clean-ups, graffiti abatement, the removal of abandoned vehicles, environmental crime prevention and target hardening, nuisance abatement and POP Projects.
- c) A community resource assessment is a collaborative effort to identify existing and needed services in the target area. Issues including insufficient resources to meet needs, transportation impediments to access services, income restrictions, and any other significant barriers to service delivery are evaluated during the assessment. Plans to address newly emerging service delivery problems must be included as part of the assessment. Agencies such as United Way or County Mental Health may have completed recent assessments (within the last eighteen months) that can be utilized in this process. The assessment must be completed within the first two months of the start of the grant award period. Following the assessment, the steering committee develops a plan to facilitate service delivery and coordination.

- d) A community needs survey is administered to target area residents, businesses and students/school staff populations to assure that needed programs/services are ascertained.

The primary purpose of a community needs survey is to assure that projects implement programs/services that are appropriate for and desired by the target area residents. A common experience of agencies that have surveyed residents is that traffic and trash collection problems surpass crime as a priority. In order to mobilize a community, the community needs to have their concerns elicited.

A secondary and equally important purpose of the survey is to provide data to qualitatively evaluate Operation Revitalization. **Therefore, projects are required to budget for two community needs assessment surveys:** one to be completed within four months of the start of the grant award period; the other to be completed between the eleventh and twelfth month of the grant award period. A representative sample of residents, businesses, and students/school staff in the target area need to be surveyed. A survey is considered representative for residents, if the sample population mirrors their respective demographic proportions in the 1990 Census. As an example, if 25% of the target area resident population are Asian, 25% of the respondents should be Asian. If 15% of students in a particular school are African American, 15% of respondents should be African American. Applicants may elect to survey all businesses within a target area, or select a proportion of businesses. The population of businesses may be ascertained by business licenses. The population of students/school staff may be ascertained by school district census data. The selected proportion should be sufficient to draw reliable and valid conclusions.

- e) Training in community-oriented policing and problem-oriented policing is provided to target area residents, businesses, community groups, local officials (government agencies; city council or board of supervisors; board of education, etc.); law enforcement agencies (local, and if applicable, state and federal); city attorney; district attorney; probation and parole; and the courts.

For further information regarding Community Policing, please refer to the California Attorney General's Office, Crime Prevention Center, Community Oriented Policing and Problem Solving, Sacramento, California, 1992.

The following is a list of potential projects and activities that a local jurisdiction might integrate into their community policing strategy for the Operation Revitalization Program. Information on these projects can be obtained from the Bureau of Justice Assistance Clearinghouse's toll free number, 1-800-688-4252.

Law Enforcement

Crime Prevention Through Environmental Design
Hot Spot Cards (utilizing citizens to anonymously tip off police to drug traffickers)
Nuisance Abatement
Landlord-Tenant Training
Police Mini Stations/Storefronts
Comprehensive Approach to Closing Drug Houses
Drug Paraphernalia Laws
Drop-In Centers
Offender Supervision and Victim Restitution Project
Foot Patrols

Community-Oriented Policing
Problem-Oriented Policing
Innovative Neighborhood-Oriented Policing

Community-Oriented

Community Clergy Coalitions
Neighborhood Task Forces
Drug Free School Zones
Adopt-A-School
Adopt-A-Park
School Watch
Neighborhood Watch
Business Watch
Drug-Free Recreational Centers (youth and adult)
Senior Citizens Programs
Volunteer Programs (graffiti clean-up, etc.)
Marchers/Rallies/Prayer Services
Drug-Free Neighborhood/Community
Training and Technical Assistance:

- For Victims of Drug-Related Crime
- For Victim Service Providers
- For Clergy Response to Crime Victims
- To Serve Parents of Murdered Children
- To Serve Children of Murdered Parents
- In Mental Health Treatment for Victims
- Community Partnership Program (HHS)

3) Strategy #3 - Prevention, Intervention and Treatment

The prevention, intervention, and treatment strategy has two required components: one is community-based (Item A), and the other is school-based (Item B). The suggested activities listed under Item A, community-based, depend on the type of community problems the project is attempting to remedy. Within Item B, school-based, there are six required elements. Item C, innovative partnerships, is optional, but applicants are strongly encouraged to pursue Item C, in addition to the two required components (Items A and B).

- a) Item A (Required) - The community-based component focuses on the target area as a whole to ameliorate problems identified through a community needs survey, and a community resource assessment. Projects must describe the planning process that will be utilized to address problems and implement solutions. Examples of activities employed by projects, once the planning process has been completed, include job fairs and career planning seminars for unemployed and underemployed residents; referrals to service providers for employment placement; job retraining programs; financial aid programs for college/vocational schools; substance abuse treatment; emergency medical/dental care, financial aid, food, or housing; utility assistance; victim services; respite programs for childcare and adult dependents; transportation for disabled and elderly; volunteer escorts for fearful residents; multi-ethnic services for limited or non-English speaking residents; credit consumer counseling; legal advocacy services; landlord/tenant training; and individual/couple/family/group counseling.

- b) Item B (Required) - The school-based component includes a full range of school-based programs to address problems identified through a community needs survey and community resource assessment. This component includes the following six required elements:

1. **Establishment/continuation of a Drug Suppression in the Schools Local Advisory Committee for planning, coordination of services, conflict resolution, and building public support and awareness.** The committee is established and appointed by the board of supervisors of each county. However, if the agency applying for funds is a city agency and the program does not involve any county agency, the committee shall be established and appointed by the city council. Often, an existing county level committee is designated as the DSP local advisory committee. At a minimum, the committee must comprise the following:

- Local law enforcement representatives,
- School district representatives,
- School site staff, which includes administrators, teachers or other credentialed personnel,
- Parents,
- School peace officers,
- County drug program administrators designated pursuant to Section 11962 of the Health and Safety Code, and
- Drug prevention program representatives.

2. **Drug trafficking intervention program to identify, deter, and apprehend juvenile and adult offenders possessing or selling illegal drugs on or near target area school(s).** The local law enforcement agency will have primary responsibility for the detection and apprehension of drug traffickers on or near school campuses. The superintendent of schools and the principal(s) of the affected school(s) participate in the planning phase of the suppression program in order to provide necessary information and to promote understanding and cooperation.

An operational agreement (OA) between law enforcement and school officials is required for all grant applications. This OA must contain the detection and apprehension strategies to be used. At a minimum, this includes the circumstances when police will come onto the campus, name of school contact, what the basic enforcement activities on the campus will be, when the school will call the law enforcement agency, who will make the call and under what circumstances, and who will have access to student records. This OA must be signed by the chief executive officer of the applicant law enforcement agency, the superintendent of the applicant school district, and the principal(s) of the targeted school(s).

The extent of apprehension and disciplining of youth and adults for alcohol and other drug related offenses as part of the DSP effort vary. Some DSP projects increase patrolling efforts on and around the school campus at peak times during the school day. Other projects have a school resource officer assigned full-time to the campus providing increased visibility through education and intervention activities. A few DSP projects have conducted undercover surveillance operations.

Less visible forms of law enforcement include working with school officials in developing and enforcing school board policy, training teachers and parents in recognizing signs and symptoms of drug use and abuse, and educating liquor establishments near school campuses about laws regarding sale of alcohol to minors.

3. **School and classroom-oriented programs for elementary, junior high, and high school students.** These programs must include the use of a proven, effective drug abuse curriculum, which includes accurate information about drugs and methods to improve self-esteem, interpersonal relationships, communication skills, and decision-making skills. Pre/post tests, as well as feedback forms, are recommended to assess the quality and relevancy of the instructional material for the particular target school(s).
4. **Family-oriented programs.** These programs include training such as effective parenting, discipline and communication skills; identification, prevention and intervention skills to deal with gang/drug involvement; understanding peer pressure; fun activities for recreation as a family unit; facilitating good study habits; dealing with the special needs student (learning disabilities or physical/psychological issues); immigrant issues (non-English or limited English speaking parents with Americanized children); college and vocational school planning and financial aid options; sexually transmitted diseases; social service resources available for intervention and treatment; and high-risk children.

The federal definition of high-risk children includes a child who:

- is a school drop-out,
 - is a repeated failure in school,
 - has become pregnant,
 - is economically disadvantaged,
 - is a child of a drug or alcohol abuser,
 - is a victim of physical, sexual or psychological abuse,
 - has committed a violent or delinquent act,
 - has experienced mental health problems,
 - has attempted suicide,
 - has experienced long-term physical pain due to injury, or
 - is a juvenile in a detention facility within the state. (This criteria may be used to indicate a high number of youth incarcerated from the target area schools.)
5. **Training of school and law enforcement staff.** This provides training in such areas as identifying, referring, and tracking high-risk youth; identifying signs of child physical, emotional and sexual abuse and child neglect; identifying and referring substance users and abusers and identifying and referring youth at risk of gang membership, dropping out of school, suicide, or pregnancy.
 6. **Development of a coordinated intervention system involving students, parents, school personnel, law enforcement, and community resources in the identification of students who need help.** The system facilitates the identification of high-risk students, refers them to an established intervention/counseling system, tracks referred youth throughout treatment, and

compares baseline and after treatment school performance measures (days tardy/truant, grades, disciplinary actions, incidents of juvenile delinquencies).

- c) Item C (Optional) - Projects are strongly encouraged to try innovative partnership programming such as providing a combined community/school-based approach, a co-located court/community-based service providers approach, a neighborhood district attorney approach, or other innovative partnership program designed to meet the needs of the target area.
1. The goal of the community/school-based approach is to develop a link between the schools and the community. For example, projects may establish a target area storefront for neighborhood officer(s), and deploy a bi-lingual grant-paid credentialed teacher to provide after-school hours assistance to students and parents, and adults seeking guidance to complete high school or General Education Degree. This approach is particularly useful for students who are bussed to schools and not able to participate in after-school activities or extra-curricular activities at their own schools. Further enhancements could make the storefront into a centralized resource and referral center staffed by volunteers.
 2. The goal of the "under one roof" co-located court/community-based service providers approach is to develop more meaningful case dispositions and increase accountability. Jail overcrowding can be reduced, as offenders are diverted into community service and treatment. This approach includes a system to provide pretrial assessment to a pre-defined misdemeanor population of offenders (alcohol and drug, domestic/family violence, prostitution, shoplifting, etc.) or juvenile status offenders (runaways, truant, habitually disobedient, etc.). The assessments evaluate a range of behavior, including substance abuse, mental health and homelessness. Completed assessments are forwarded to a resource coordinator, judge and attorneys, and the resource coordinator advises the judge about treatment options, the availability of treatment slots, and issues relative to the offender's assessment and/or prior treatment efforts. On-site office space is made available for community-based service providers so offenders may immediately be linked to services. This approach has resulted in significantly higher completion rates for community service and treatment programs. For further information on this approach, please contact Mr. Julius Lang, Coordinator, Midtown Community Court Project, City of New York, New York, phone number (212) 484-2703.
 3. The goal of the neighborhood district attorney approach is to utilize criminal cases as leverage to solve community problems. The neighborhood district attorney is assigned office space in the target area, responds to citizen requests for intervention, and participates as a partner in the problem solving process. For example, a group of motels are enabling drug and prostitution activities. The community complains, an ad hoc partnership of relevant agencies and individuals is formed, and a strategy is developed. The partnership approaches the motel owners with offers of assistance in ridding the motels of the illegal activities. Two of the motel owners refuse to cooperate, and enforcement activities result in multiple felony counts for prostitution against the two motel owners. The prosecutor has the option of prosecuting the defendants and seeking sanctions, such as long-term incarceration and/or deportation and a large fine. The community members object to this option because the motels would be boarded following incarceration of the defendants. The community

members wanted the motels to remain viable and not be a blight on the neighborhood. Therefore, the prosecutor elected to use the criminal charges as leverage to get the defense attorneys and defendants to agree to a plea bargain that included the defendants selling the motels. The plea bargain was accepted, and the motels have been sold to responsible owners. This approach enables continuity in the problem resolution process because the same designated prosecuting attorney is involved in the intervention from the problem identification and planning stages through the sentencing of the offender. Deputy district attorneys are assigned to the neighborhood district attorney office on a rotating basis for cross training, resulting in the innovative leverage practices being incorporated into other neighborhoods. For further information on this approach, please contact Mr. Wayne Pearson, Senior Deputy District Attorney, Multnomah County District Attorney's Office, Portland, Oregon, phone number (503) 248-3369.

The following is a list of potential projects and activities that a local jurisdiction might integrate into their prevention, intervention, and treatment strategy for the Operation Revitalization Program.

Community-Based Programs

Americorp
Community Partnership Program (Health and Human Services)
Headstart Programs
Police Athletic Leagues (PAL)
Explorer Scouts
Boys and Girls Clubs
YMCA/YWCA Youth & Family Programs
Law Related Education
After School Recreational Programs
Career Youth Development Programs
Conflict Resolution/Mediation Programs (grades 9-12)
Parent Awareness Programs
PTA/Parent Support Groups
Job Corps (Department of Labor, California Conservation Corps)
Spiritual Dimension in Victims Services
Victims of Drug-Related Crime
Peer Counseling
Consumer Credit Counseling Services
Job Fairs/Employment Placement Services
Financial Aid Workshops for College/Vocational Schools
Landlord/Tenant Training
Journeyman Programs (Labor Unions)
Literacy Programs
English as a Second Language Programs

School-Based Programs (Please call the OCJP at (916) 324-9100 for information on the following programs)

Suppression of Drug Abuse in the Schools Program (DSP)
Mentoring Programs

Please check local resources for the following programs:

After School Programs
Literacy Programs
English as a Second Language

4) Strategy #4 - Reclamation and Revitalization

The goal of the reclamation and revitalization strategy is to restore the target area by providing broad economic and social opportunities developed by representatives of the target area, state and local agencies, public and private organizations, and community groups. Target areas that have been successfully organized and mobilized will demonstrate their ownership of community problems by continuing to work together to improve the quality of life, to resist drug and gang activity, and to assure adequate social and governmental services. The following features are required:

- a) **Collaborative efforts to accomplish restoration of target area.** Examples include community beautification projects, redevelopment projects funded with government and private funds, home improvement projects for low income home owners, historical preservation, encouraging commercial development (Enterprise Zone incentives, business friendly policies, developing skilled workforce), and first-time home buyer programs (low/no down payment and loans to cover purchase/restoration).
- b) **Collaborative efforts to maintain continued community involvement to assure public safety and continued economic viability.** This activity includes methods to monitor the economic health of the target area (sales tax revenue, property tax revenue, homeownership rate, business and residential vacancy rates, etc.); innovative marketing to encourage continued private investment in target area; methods to monitor crime rate, calls for service, and fear of crime; and continued monitoring efforts to assure adequate community resources to meet the needs of target area.

The following is a list of potential projects and activities that a local jurisdiction might integrate into their reclamation and revitalization strategy for the Operation Revitalization Program. Information on the following programs can be obtained from the Housing and Urban Development (HUD) Agency at (916) 498-5220.

Affordable Housing/Low Income Housing Programs (HUD)
Tenant Associations
Beat Health
Housing Ministries (building and remodeling affordable homes for low income families)
Community Economic Development Program (HHS)
8-a Program (Small Business Administration)
Economic Development Administration (Commerce)
Chamber of Commerce
Operation Clean Sweep (HUD)

Please contact your jurisdiction's local resources for:

First Time Home Buyer's Program Counseling
FHA Repossessions
County Board of Realtors
Association of Mortgage Brokers
Enterprise Zone

F. PROJECT NARRATIVE INSTRUCTIONS

The following instructions pertain to the preparation of the project narrative of the proposal.

The project narrative includes a problem statement, plan, and implementation section. The plan section includes a project description and impact evaluation subsection. The implementation section includes subsections for an organizational description, assumption of costs, and objectives, activities and performance measures.

Responses in the project narrative are scored utilizing the rating sheet at the end of the Operation Revitalization Programmatic Instructions.

Entitle each page with the appropriate section and/or subsection headings (e.g., Plan - Project Description). Applicants are encouraged to double-space their proposals. There are no page limits, but applicants are urged to be concise and relevant in their proposal.

1. Problem Statement

The problem statement's purpose is to persuasively illustrate the target area's need for Operation Revitalization. Use the most recent statistics available, with footnotes (place a bibliography in the appendix). Weave the statistics into the narrative so the numbers support the stated problems. For example, responses that merely list the percentage of age groups without elaborating on the impact of the statistics, will earn few, if any, points for their response. Responses that correlate the statistics to problems occurring in the target community will earn more points.

- a. Thoroughly describe the nature and scope of the problem(s) the project is designed to address.
- b. Thoroughly describe the geographic area of the target community. This includes the physical boundaries, as well as "image" descriptions, to provide the "setting" or atmosphere of the neighborhood. Describe indicators of blight in the target area (number of abandoned/boarded buildings, substandard housing units, trash build-up, abandoned vehicles, graffiti, etc.). Describe indicators that detract from the quality of life in the area. Examples include population density, overcrowded housing, number of on- and off-sale liquor stores, homeless shelters, number/concentration of public disorder offenses, railroad tracks, and converging freeways. Describe environmental design features that contribute to increased fear of crime. For example, poor lighting, public housing projects with unrestricted access, locations that encourage loitering or other illicit activities, and public space that does not enable visual surveillance by citizens and/or police.
- c. Thoroughly describe the area's demographic information (including ethnicity; percentage of children, teenagers, young adults, and senior citizens; poverty levels; percentage of single parent household at and below poverty level; number of residents who speak limited or no English; unemployment rate; educational attainment levels; and any other significant demographics that impact the target area).
- d. Thoroughly describe the number of calls for service, arrests, and Part I and Part II crime rates for the 1995 calendar year in the target area. Describe crime rate trends in the target area. (For example, property and/or violent crime increasing, under-reporting of crime by

residents, ratio of crime to social services calls for service, and/or other indicators of crime problems.) Describe the proportion of target area crime that is drug-related and/or gang-related. Describe how these statistics impact the target area. Describe how they compare to the rest of the jurisdiction.

- e. Thoroughly describe any problems encountered in supervising target area probationers and parolees (i.e., coordinating information, requesting parole/probation searches, insufficient staffing, etc.) Describe how many parolees and probationers reside within the target area. Describe the impact they are having on the target area.
- f. Describe how many homeless are in the target area. Describe the composition of the homeless population (i.e., families, substance abusers, mentally incapacitated/ill, veterans, and/or unemployed probationers/parolees). Describe the types of problems that are attributed to the homeless and their impact on the target area.
- g. Thoroughly describe problems encountered incapacitating offenders. For example, own recognizance release policies, booking fees, jail overcrowding, insufficient resources for mentally ill, chronic drug and alcohol offenders without sufficient diversion/treatment programs, multiple courts deciding cases on repeat nuisance offenders and sentencing to "time served", and lack of timely prosecution and sentencing.
- h. Thoroughly describe the target area's schools. Specify whether the schools are on year-round, traditional, or a combination of schedules. Describe issues impacting students, such as overcrowding, aging classrooms or buildings in disrepair, continual vandalism/burglary impacting schools' ability to make repairs and replace property, and/or insufficient physical plant to meet changing needs of students. Describe impediments to students participating in after-school extracurricular activities, such as bussing, fear of crime, lack of resources, and/or parental income insufficient to cover students' costs. Describe the demographic make-up of students, including income, ethnic background, and number of languages or dialects spoken other than English. Describe the percentage of students receiving free or reduced cost meals. Describe the drop-out rate. Describe the percentage of students who are unsupervised (latchkey) children. Describe other indicators of problems that are evident (e.g., tardy/truancy rate, number of students on probation for juvenile offenses, and number of suspensions).
- i. Thoroughly describe the high-risk youth population in the target area school(s) and current intervention and treatment programs. Describe obstacles that have impacted law enforcement's, school's, and/or community's response. (Please see page OR-13 for the federal definition of high-risk youth.)
- j. Thoroughly describe the crime on target area school campuses. Describe the percentage of the crime that is related to drugs and alcohol and/or gangs. Describe the impact school crime has on the campus and the community.
- k. Projects are strongly encouraged to consider developing an innovative partnership approach. If the optional partnership approach is planned, thoroughly describe the problems that support the selected innovative approach. (See pages OR-14, Item C of Strategy #3, Prevention, Intervention, and Treatment Strategy.) Projects that elect to address this optional partnership approach will earn additional points in accordance with the rating sheet.
- l. Thoroughly explain why Operation Revitalization is needed, and why past interventions have been unsuccessful.

- m. Thoroughly document sources of statistics and quotes with footnotes. The bibliography for the footnotes is to be placed in the appendix of the proposal.

2. Plan

a. Project Description

Thoroughly describe the features, services, and timing of project strategies and activities, utilizing the following format:

Develop a narrative timeline (rather than a Gant-type timeline) to describe the implementation schedule of the required four strategies. Divide your project activities into six three-month increments, and include a heading identifying the strategy or strategies and time increment being addressed. The community needs surveys and the community resource assessment have required completion dates. Adhere to the required completion dates when completing this section.

b. Impact Evaluation

The Operation Revitalization funding is for an eighteen-month period, and is essentially seed money for applicants to facilitate community mobilization and empowerment. Specify the kinds of changes that are anticipated due to the implementation of Operation Revitalization. Discuss the expected impact, in quantitative and qualitative terms, of successfully implementing Operation Revitalization in the target area. Please see page OR-21 for definitions of quantitative and qualitative data.

3. Implementation

a. Organizational Description

In this section, applicants are required to address the following items:

- 1) Thoroughly describe the project's organizational framework, listing all positions assigned to the project.
- 2) Thoroughly describe the relationship between the co-applicant agencies representing law enforcement and the school(s), and all participant agencies in the project.
- 3) Thoroughly describe the steering committee members/agencies and their respective roles.
- 4) Thoroughly explain how this organizational relationship will contribute to the successful implementation of Operational Revitalization. All participating agencies referenced in this section must have operational agreements (OA) with the applicant law enforcement agency.

b. Assumption of Costs

Thoroughly detail the specific techniques that will be used by the applicant and co-applicant (schools) to assure needed services do not cease with the end of the grant award period.

c. Objectives, Activities and Performance Measures

The objectives, activities and performance measures section is the applicant's "action plan" to address grant required activities and the problems identified in the problem statement. Include measurable objectives, activities and performance measures, even if non-Operation Revitalization grant funded positions or agencies/programs will be providing the services. Applicants are required to thoroughly address all four strategies, regardless of funding source. **Proposals that do not address all of the strategies will not be eligible for funding.** (Please see page OR-2, Section C, Eligibility Criteria, item 7.)

To assist in the completion of this section, the following definitions are provided:

- Measurable objectives, activities, and performance measures describe who, what, where, when, and the number and/or duration of events and expected outcomes (e.g., The D.A.R.E. officer will provide 300 parents with weekly one-hour drug awareness classes during a five-week period between September and October, 1997 at the XYZ school. Average drug awareness of parents will be increased by 40%, from a pre-test score of 50 points out of a possible 100 points, to a post-test score of 70 points. Sign-in sheets, course curriculum, and pre- and post-tests will be administered and maintained by the D.A.R.E. officer.)
- Baseline crime and arrest statistics for the target area refers to the eighteen-month period immediately preceding the grant start date of July 1, 1997 (January 1, 1996 through June 30, 1997). Since the baseline statistics will not be available at the time of application, only the methodology to retrieve the baseline data needs to be addressed. Successful applicants will be required to include the baseline data by quarter (six three-month periods) for future project progress reports to OCJP. The baseline data will be compared to project statistics.
- Quantitative Data refers to items that can be counted or compared for rate of change. For example, the number of arrests, number of trainings, or number of tactical suppression efforts. The rate of change is a percentage comparison, such as a 10% increase in the crime rate between 1995 and 1996. Comparative data must be compatible (e.g., the first quarter of 1995 and the first quarter of 1996).
- Qualitative Data refers to items that can be evaluated as indicators of success or quality. For example, pre-tests of trainees prior to training will indicate their baseline knowledge level. Post-tests of the same trainees at the conclusion of the training will indicate their current knowledge level. A comparison of the pre- and post-test scores may provide qualitative indicators of the effectiveness of the training, as well as indicate curriculum weaknesses and strengths. Qualitative data is also gleaned from surveys, particularly if repeated at regular intervals with the same survey design. More sophisticated qualitative analysis includes cost/benefit analysis and correlation analysis. A cost/benefit analysis can be designed to measure the benefits of intervention compared to the costs of intervening and not intervening. A correlation analysis will indicate a related or corresponding relationship between two or more variables, such as improved school performance when tutoring is provided.

The numbering of the following instructions for the objectives, activities, and performance measures mirrors the numbering on the rating sheet.

1) Strategy #1 - Suppression - Rating Criteria

- a) Thoroughly detail measurable objectives, activities, and performance measures relative to the role of allied law enforcement agencies. Identify the level of the

drug offenders (street, mid-level, or major vendor) the project will target. Identify the number and type of tactics the project will undertake to arrest offenders. Identify other types of offenders to be targeted (e.g., gang, property, violent, sex, and/or nuisance offenders). Identify expected outcomes.

- b) Thoroughly detail measurable objectives, activities, and performance measures relative to the role of prosecution.
- c) Thoroughly detail measurable objectives, activities, and performance measures relative to the role of probation.
- d) Thoroughly detail measurable objectives, activities, and performance measures relative to the role of parole.
- e) Thoroughly detail measurable objectives, activities, and performance measures relative to the role of the courts.
- f) Thoroughly detail measurable objectives, activities, and performance measures relative to the implementation of sentence enhancement techniques, methods to target repeat or career criminals, and civil remedies.
- g) Thoroughly detail measurable objectives, activities, and performance measures relative to the development and maintenance of source documentation of suppression activities. This includes the number of tactical efforts--buy/bust, street sweeps, reverse stings, the number of arrests, the number of cases referred for prosecution, the number of cases accepted for prosecution, the number of convictions, and the number receiving enhanced sentences. Include methodology for quantitatively measuring suppression efforts by maintaining target area baseline crime and arrest statistics.

2) Strategy #2 - Community Policing - Rating Criteria:

- a) Thoroughly detail measurable objectives, activities, and performance measures relative to the implementation, required membership composition, and work activities of the steering committee.
- b) Thoroughly detail measurable objectives, activities, and performance measures relative to increasing the visibility of law enforcement in the target area, (e.g., the assignment of a neighborhood police officer, implementation of bicycle patrol, establishment of a storefront in the target area, combined efforts of patrol and the neighborhood police officer to saturate area, and community meetings).
- c) Thoroughly detail measurable objectives, activities, and performance measures relative to planning, accomplishing and responding to the community resource assessment within the grant required completion date. (The assessment is to be completed within two months of the start of the grant award period.)
- d) Thoroughly detail measurable objectives, activities, and performance measures relative to planning, administering, evaluating, publishing and responding to the results of the two required community needs surveys of target area residents, businesses and students/school staff within the grant required completion dates. Methods to select a representative sample of the three target populations--target area residents, businesses, and students/school staff; selection of questions and

format; and pre-testing of survey instrument for ambiguous language must be addressed. The first survey is to be completed within the first four months of the start of the grant award period. The second survey is to be completed between the eleventh and twelfth month of the start of the grant award period.

- e) Thoroughly detail measurable objectives, activities, and performance measures relative to addressing problem areas (e.g., problem-oriented policing, environmental crime prevention, and neighborhood watch group formations, etc).
- f) Thoroughly detail measurable objectives, activities, and performance measures relative to providing training in community-oriented policing and problem-oriented policing to target area residents and businesses, community groups, local officials, law enforcement agencies, and the courts.

3) Strategy #3 - Prevention, Intervention, and Treatment - Rating Criteria

This strategy includes two required components (community-based and school-based programs) and an optional innovative partnership program. Projects that elect to address the optional program component will earn additional points in accordance with the rating sheet.

- a) Thoroughly detail measurable objectives, activities, and performance measures to plan, implement, track activities, and quantitatively and qualitatively assess outcomes of the required community-based component.
- b) Thoroughly detail measurable objectives, activities, and performance measures to plan, implement, track activities, and quantitatively and qualitatively assess outcomes of the required school-based component (including the six required elements).
- c) Optional: Thoroughly detail measurable objectives, activities, and performance measures to plan, implement, track activities, and quantitatively and qualitatively assess outcomes of the optional innovative partnership program.

4) Strategy #4 - Reclamation and Revitalization

- a) Thoroughly detail measurable objectives, activities, and performance measures relative to the collaborative efforts to be made to restore the target area.
- b) Thoroughly detail measurable objectives, activities, and performance measures relative to the collaborative efforts to be made to maintain continued community involvement to assure public safety and continued economic viability.

G. SPECIFIC BUDGET INSTRUCTIONS

1. A budget narrative is required. Thoroughly explain the budget in the budget narrative. Explain how the funds will be utilized to fulfill grant objectives. For example, a full-time police officer budgeted in Personal Services will serve as the target area's neighborhood police officer and provide higher visibility patrol, staff a target area storefront, and work with the community to resolve problems. Describe the experience and background grant-funded positions will be required to meet, including credentials for therapists and consultants. If positions are funded for only part of the grant award period, explain why in the budget narrative (e.g., the school district has funds available to pay for on-campus police services only for the first six months of the grant

award period, then the grant will pick up the expense for the remaining twelve months of the grant). Confidential funds are allowable expenses, but need to be explained in the budget narrative, as well as addressed in the objectives, activities, and performance measures. Confidential funds are costs that will be incurred by law enforcement agencies using grant personnel working in an undercover or other investigative capacity. It may include the purchase of information, physical evidence (e.g., narcotics or stolen property) or services.

2. The budget must support the proposal's objectives, activities, and performance measures. For example, if a drug sniffing dog is budgeted in the operating expenses category, there must be objectives, activities, and performance measures relative to the drug sniffing dog.
3. The duties, required qualifications, and time commitment of project funded staff must support the proposed objectives and activities. For example, if a full-time prosecutor is budgeted to prosecute cases originating in the target area, the number of cases must necessitate a full-time prosecutor. The formula used to determine a full-time caseload must be explained in the budget narrative.
4. The budget must avoid unnecessary or unusual expenditures which would detract from the accomplishment of the objectives and activities.

H. APPENDIX INSTRUCTIONS

1. Operational agreements with **original signatures** are required. (Please see General Instructions for further information.)
 - a. At a minimum, operational agreements must be present for all of the following required collaborating agencies:
 - 1) steering committee members,
 - 2) school district(s),
 - 3) prosecution (city, county, etc.),
 - 4) court(s),
 - 5) probation,
 - 6) parole,
 - 7) community-based organizations and groups,
 - 8) non-profit social services organizations,
 - 9) city/county department heads collaborating on code enforcement, etc., if not members of the steering committee, and
 - 10) any other collaborative entities not present in preceding list, and referenced in the project plan, organizational description, and/or objectives, activities, and performance measures.
 - b. The operational agreements must clearly identify who (by title) will provide services and what those services are (e.g., direct services, referral, administration, etc.).
 - c. The operational agreement between the applicant and school officials must clearly detail required methodology explained on page OR-12, item b) 2, drug traffic intervention.
 - d. The operational agreements must address the time frames of the agreements (e.g., the grant award period).
2. Bibliography for Problem Statement

Proposals are required to note sources of information, in the form of a bibliography, for the footnotes in the problem statement.

3. Organizational Chart for Applicant Law Enforcement Agency

Proposals must include an organizational chart of the applicant law enforcement agency clearly depicting Operation Revitalization project's placement and relationship to other units, divisions, etc.

4. Organizational Chart for Steering Committee

Proposals must include an organizational chart that clearly depicts participating collaboratives grouped under the following seven categories:

- a) Criminal justice - including applicant, prosecution, probation, parole, court(s).
- b) School(s) - including school district(s) and participating elementary, junior, and senior high schools.
- c) Community-based organizations and groups - including churches, coalitions, or service clubs.
- d) Private enterprise - including businesses or corporations (particularly public utilities and garbage collection, if its not a governmental agency).
- e) Non-profit social services agencies, including service providers for counseling, child and dependent care, job training/referral, etc.
- f) Government agencies - including fire department, city attorney, planning department, building department, public works department, code enforcement (if a separate department), health and welfare, employment development department, department of social services, animal control, garbage collection (if not private enterprise), and parks and recreation.
- g) Elected officials - including elected representatives of the target area, and officials serving on task forces or boards that impact the target area.

5. Map of the Target Area

Proposals must include a map that clearly details the geographic boundaries of the target area.

6. 1995 California Crime Index

The 1995 California Crime Index (CCI) for an applicant's jurisdiction is available from the California Department of Justice, Criminal Justice Statistics Center at (916) 227-3509. The following details the number of points an applicant will receive based on their jurisdiction's population and 1995 CCI:

<u>Population</u>	<u>Crime Index</u>	<u>Rate</u>	<u>Points</u>
Up to 99,999	a. Over 4,000	High	30
	b. 2,000-4,000	Medium	20
	c. Under 2,000	Low	10

100,000-349,999	a. Over 8,000	High	30
	b. 4,000-8,000	Medium	20
	c. Under 4,000	Low	10
350,000 and Over	a. Over 30,000	High	30
	b. 20,000-30,000	Medium	20
	c. Below 20,000	Low	10

K. RATING SHEET

The rating sheet for the Operation Revitalization Program follows this section. Please use the rating sheet to assure the application has responded to all items that will be rated. Do not submit the rating sheet with the proposal.

**OFFICE OF CRIMINAL JUSTICE PLANNING
OPERATION REVITALIZATION PROGRAM
RATING FORM: 1997/98**

Control #:		
Rater #:		
APPLICANT:		
FUNDS REQUESTED:		
PREFERENCE POINTS	2%	5%

CATEGORY	TOTAL POINTS POSSIBLE
1. PROBLEM STATEMENT	253
2. PLAN	80
3. IMPLEMENTATION	639
4. BUDGET	70
5. APPENDIX	<u>226</u>
	TOTAL 1268

Each of the above categories contain questions that are assigned a point value. The point scale is divided into five columns labeled **I, II, III, IV, and V**. Each question is evaluated on the following criteria:

- I.** Does not respond to the question or was left blank.
- II.** Does not completely respond to the question. Information presented does not provide a good understanding of applicant's intent, does not give detailed information requested by the RFP, or does not adequately support the proposal.
- III.** Responsive to the question. Provides an average understanding of the applicant's response to the RFP. Response adequately supports the proposal.
- IV.** Above average response which gives a clear and detailed understanding of the applicant's intent. Response presented a persuasive argument supporting the proposal.
- V.** Outstanding response with clear, detailed and relevant information exceeding the information requested. Response presented a compelling argument supporting the proposal.

	I	II	III	IV
1. PROBLEM STATEMENT (Maximum 253 points)				
a. How thoroughly is the nature and scope of the problem(s) described?	0	5	10	15
b. How thoroughly does the proposal's geographic description of the target community depict the "setting" or atmosphere of the neighborhood, and indicators of blight and a poor quality of life?	0	5	10	15
c. How thoroughly are the demographics in the target community described?	0	5	10	15
d. How thoroughly does the proposal describe the number and impact of calls for service, arrests, and Part I and Part II crime rates for the 1995 calendar year in the target area? How thoroughly are crime trends addressed? Is the proportion of target area crime that is drug-related and/or gang-related described? How thoroughly are the target area statistics impact on the target area described? How thoroughly are target area statistics compared to the rest of the jurisdiction?	0	10	15	20
e. How thoroughly does the proposal describe the number of target area parolees and probationers and their impact on the target area?	0	5	10	15
f. How thoroughly does the proposal describe the number and type of homeless and their impact on the target area?	0	5	10	15
g. How thoroughly does the proposal describe problems incapacitating offenders?	0	5	10	15
h. How thoroughly does the proposal describe the target area school(s)?	0	5	10	15
i. How thoroughly does the proposal describe the high-risk population in the target area school(s), and current intervention and treatment programs?	0	5	10	15
j. How thoroughly does the proposal describe the crime on school campuses related to drugs and alcohol, and their impact on the school and target area?	0	5	10	15
k. For optional Item C, Innovative Partnership, how thoroughly does the proposal describe problems that support the selected innovative approach?	0	5	10	15
l. How thoroughly does the proposal explain why Operation Revitalization is needed, and why past interventions have been unsuccessful?	0	5	10	15

	I	II	III	IV
m. How thoroughly does the proposal document sources of statistics and quotes with footnotes?	0	2	4	6
2. PLAN (Maximum 80 points)				
a. Project Description (Subsection 60 points)				
How thoroughly does the proposal describe the features, services and timing of project strategies and activities? Are the project activities divided into six three month increments, with a heading identifying the strategy or strategies and time increment being addressed?	0	15	30	45
b. Impact Evaluation (Subsection 20 points)				
How thoroughly does the proposal discuss the expected impacts, in quantitative and qualitative terms, of successfully implementing Operation Revitalization in the target area?	0	5	10	15
3. IMPLEMENTATION (Maximum 639 points)				
a. Organizational Description (Subsection 80 points)				
1) How thoroughly does the proposal describe the project's organization framework, listing all positions assigned to the project?	0	5	10	15
2) How thoroughly does the proposal describe the relationship between the co-applicant agencies representing law enforcement and the school(s), and all participant agencies in the project?	0	5	10	15
3) How thoroughly does the proposal describe the steering committee members/agencies and their respective roles?	0	5	10	15
4) How thoroughly does the proposal explain how this organizational relationship will contribute to the successful implementation of Operation Revitalization?	0	5	10	15

	I	II	III	IV
b. Assumption of Costs (Subsection 20 points)				
1) How thoroughly does the proposal detail the specific techniques that will be used by the applicant and co-applicant to assure needed services do not cease with the end of the grant award period.	0	5	10	15
c. Objectives, Activities and Performance Measures (Subsection 539 points)				
1) Strategy #1 - Suppression (Subsection 148 points)				
a) How thoroughly does the proposal detail measurable objectives, activities, and performance measures relative to the role of allied law enforcement agencies? How thoroughly does the proposal identify the level of the drug offenders the project will target? How thoroughly does the proposal identify the number and type of tactics the project will undertake to arrest offenders. How thoroughly does the proposal identify other types of offenders to be targeted?	0	5	10	15
b) How thoroughly does the proposal detail measurable objectives, activities, and performance measures relative to the role of prosecution?	0	10	20	30
c) How thoroughly does the proposal detail measurable objectives, activities, and performance measures relative to the role of probation?	0	5	10	15
d) How thoroughly does the proposal detail measurable objectives, activities, and performance measures relative to the role of parole?	0	5	10	15
e) How thoroughly does the proposal detail measurable objectives, activities, and performance measures relative to the role of the courts?	0	5	10	15

	I	II	III	IV
f) How thoroughly does the proposal detail measurable objectives, activities, and performance measures relative to the implementation of sentence enhancement techniques, methods to target repeat or career criminals, and civil remedies?	0	5	10	15
g) How thoroughly does the proposal detail measurable objectives, activities, and performance measures relative to the development and maintenance of source documentation of suppression activities?	0	2	4	6
2) Strategy #2 - Community Policing (Subsection 156 points)				
a) How thoroughly does the proposal detail measurable objectives, activities, and performance measures relative to the implementation, required membership composition, and work activities of the steering committee?	0	10	20	30
b) How thoroughly does the proposal detail measurable objectives, activities, and performance measures relative to increasing the visibility of law enforcement in the target area?	0	5	10	15
c) How thoroughly does the proposal detail measurable objectives, activities, and performance measures relative to planning, accomplishing and responding to the community resource assessment within the grant required completion date?	0	10	20	30
d) How thoroughly does the proposal detail measurable objectives, activities, and performance measures relative to planning, administering, evaluating, publishing and responding to the results of the two required community needs surveys of target area residents, businesses, and students/school staff within the grant required completion dates?	0	10	20	30

	I	II	III	IV
e) How thoroughly does the proposal detail measurable objectives, activities, and performance measures relative to addressing problem areas?	0	2	4	6
f) How thoroughly does the proposal detail measurable objectives, activities, and performance measures relative to providing training in community-oriented policing and problem-oriented policing to target area residents and businesses, community groups, local officials, law enforcement agencies, and the courts?	0	2	4	6
3) Strategy #3 - Prevention, Intervention, and Treatment (Subsection 135 points)				
a) How thoroughly does the proposal detail measurable objectives, activities, and performance measures to plan, implement, track activities and quantitatively and qualitatively assess outcomes of the required community-based component?	0	15	25	35
b) How thoroughly does the proposal detail measurable objectives, activities, and performance measures to plan, implement, track activities, and quantitatively and qualitatively assess outcomes of the required school-based component, including the six required elements?	0	15	25	35
c) <u>OPTIONAL:</u> How thoroughly does the proposal detail objectives, activities, and performance measures to plan, implement, track activities, and quantitatively and qualitatively assess outcomes of the optional innovative partnership program.	0	15	25	35

	I	II	III	IV
4) Strategy #4 - Reclamation and Revitalization (Subsection 100 points)				
a) How thoroughly does the proposal detail measurable objectives, activities, and performance measures relative to the collaborative efforts to be made to restore the target area?	0	20	30	40
b) How thoroughly does the proposal detail measurable objectives, activities, and performance measures relative to the collaborative efforts to be made to maintain continued community involvement to assure public safety and continued economic viability?	0	20	30	40
4. BUDGET (Maximum 70 points)				
a. How thoroughly does the proposal's budget narrative explain the budget?	0	5	10	15
b. How well does the budget support the proposal's objectives and activities?	0	5	10	15
c. How well do the duties, required qualifications, and time commitment of project-funded staff support the proposed objectives and activities?	0	5	10	15
d. How well does the budget avoid unnecessary or unusual expenditures which would detract from the accomplishment of the objectives and activities?	0	2	4	8
5. APPENDIX (Maximum 226 points)				
a. Operational Agreements (Subsection 128 points)				
1) Are operational agreements present for all of the agencies described on pages OR-24 to OR-25 of Section H, Appendix Instructions, Item 1, Operational Agreements?	0	15	30	45
2) How clearly do the operational agreements identify who will provide services and what those services are (e.g., direct services, referral, administration, etc.)?	0	10	20	30

	I	II	III	IV
3) How clearly does the operational agreement between the applicant and school officials detail required methodology explained on pages OR-12, item b) 2, Drug Traffic Intervention?	0	5	10	15
4) How clearly do the operational agreements address the time frames of the agreements?	0	2	4	6
b. Bibliography for Problem Statement (Subsection 8 points)				
How thoroughly does the proposal note sources of information, in the form of a bibliography, for the footnotes in the problem statement?	0	2	4	6
c. Organizational Chart - Applicant Law Enforcement Agency (Subsection 20 points)				
How clearly does the proposal's organizational chart of the applicant law enforcement agency depict Operation Revitalization project's placement and relationship to other units, divisions, etc.?	0	5	10	15
d. Organizational Chart - Steering Committee (Subsection 30 points)				
How clearly does the proposal's organizational chart depict participating collaborative agencies grouped under the categories of criminal justice, schools, community-based organizations or groups, private enterprise, nonprofit social services agencies, government agencies, and elected officials?	0	10	15	20
e. Map (Subsection 10 points)				
Does the proposal include a map that details the geographic boundaries of the target area?	0	0	10	10
f. Crime Index (Subsection 30 points) - Applicants only qualify under one category per proposal.				
1) Is the proposal's Crime Index within the RFP's defined high rank for its population range?	0	0	30	30
2) Is the proposal's Crime Index within the RFP's defined medium rank for its population range?	0	0	20	20
3) Is the proposal's Crime Index within the RFP's defined low rank for its population range?	0	0	10	10